OMB Information Control Symbol
Overview

Presented By:

Barbara Figueroa, DON Information Management Control Officer

Information Collection Authorities

- 44 USC 3501 (Paperwork Reduction Act)

- 5 CFR 1320 (OMB policy on information collection from the public)

- DOD 8910.1-M (DoD manual on information collection mngt)

- SECNAV M-5214.1 (DON manual on information collection mngt)

What is a "Control Symbol"?

- A control symbol is a number issued by an organization to catalogue an official collection of information for which it provides governance

  – Information Collections:

    - Use time and material of the requestor and respondent

    - Need to be completed with minimal operational impact

    - Must be organized in a way that provides useful & usable information

    - Have status of 'exempt', 'authorized' and 'unauthorized'

      – Exempt are not required to display a control symbol and do not expire*

      – Authorized are issued with up to a 3 year approval period and assigned a control symbol

      – Unauthorized are not approved for collection, should not be responded to and are not issued control symbols

* Exempt collections are declared as such in their authorizing document. This determination must be made by the cognizant IMCO.

What's an "OMB Control Symbol"?

- OMB Control Symbols are issued by the Office of Management and Budget, Office of Information and Regulatory Affairs (OIRA)

- OIRA is responsible for controlling Federal requests for information from the public

  - Information requests include requirements to supply information and retain records

  - The "public" are all non-federal employees or federal employees when responding as a private citizen

- OMB Control Symbols originate from the Federal Reports Act of 1942, but were codified in the Paperwork Reduction Act of 1980

"Public" Cheat-Sheet

Non-Federal Employees (this includes Federal contractors & foreign nationals in the US)

Active Federal Civilians when responding as a private citizen

Retired Federal Civilians (non-prior military)

Dependents of Active & Retired Federal Civilians

Active Military when responding as a private citizen

Retired Military **

Dependents of Active & Retired (or deceased Active & Retired) Military **

ROTC Cadets when not providing information to instructors during classroom and other training activities

** When not responding to a SECDEF approved survey based on present or future programs relating to military families

Are There Other Control Symbols?

- GSA used to issue control symbols for inter-agency information requirements

- Most Federal Agencies issue control symbols to evaluate their own information requirements

- The DoD issues control symbols to evaluate DoD-wide information requirements

- The DoD requires its components to issue control symbols to evaluate their internal information requirements

- The DON requires major commands to issue control symbols to evaluate their internal information requirements

Information Requirement Checklist

- Is the correct information being gathered (too much or too little)?
- Have all required compliance reviewers signed off on the information requirement?
- Does the collection format have all the required disclosures (PAS, SORN, ADN, ICS, Etc.)?
- Are there required actions and or decisions to be made based on the collection?
- Can source information be forwarded or made available upon request instead?
- Is there an option for administrative improvements (eliminate action memos, etc.)?
- Could a delegation or organizational change eliminate the requirement?
- Is reporting exception to the norm an option (exceeding or not achieving)?
- Can the number of respondents and or recipients be lowered (statistical sampling, etc.,)?
- Can the collection and preparation interval be lowered (annual instead of quarterly, etc.)?
- Are due dates equitable (is the due date already a huge reporting period)?
- Is the format of the collection the most effective (will it confuse the respondent, will the data be transformable)?
- Is it worth the cost?
- Was the correct information provided (did people respond as intended)?

Scenario 1

A command has a stated requirement to badge all employees, contractors and visitors. To meet this requirement they developed a sign in sheet that collects name, address and phone number and a badge authorization form that collects name, address, social security number, phone number, employer information, clearance information and evaluates health risks. All badge holders are required to recertify their information annually. This is expected to impact about 4,900,000 people per year.

– What are the concerns?
– Who all is affected by this requirement?
– What approvals are required before the command may start?

Scenario 2

A command wants to conduct a climate survey to gauge morale and gather responses about newly implemented policy. In the survey, they collect organization code, pay level, occupational code, gender, ethnicity, years of service, marital status, age, education level, degree focus, base name and a ten point scale of attitude towards 15 new policies as well as general comments. This survey is optional and is intended to be distributed to everyone once every 3 years. There are roughly 1,100 people in the command.

- – What are the concerns?
- – Who all is affected by this requirement?
- – What approvals are required before the command may start?

Scenario 3

A command wants to issue a questionnaire to applicants to evaluate whether or not selection criteria is indicative of exceptional achievement. The questionnaire collects name, address, social security number, education level, degree focus, whether civilian or military applicant, a ten point scale of attitude towards 15 general questions as well as general comments. This questionnaire is optional and is only to be completed once per applicant. There are 500 applicants per year.

- – What are the concerns?
- – Who all is affected by this requirement?
- – What approvals are required before the command may start?

Scenario 4

A command needs to conduct community meetings to address concerns about opening a secondary base entrance. To meet federal requirements to record the meeting attendance, the command develops a sign-in sheet that collections names and addresses of attendees. About 300 people are expected to attend the meeting.

– What are the concerns?
– Who all is affected by this requirement?
– What approvals are required before the command may start?

Scenario 5

A command is required to track cases of children born in military hospitals with birth defects. To adhere to this requirement, the command receives data from other military databases. The command provides an annual report on birth defects in the Navy. There are about 12,600 Navy and Marine Corps births annually.

- – What are the concerns?
- – Who all is affected by this requirement?
- – What approvals are required before the command may start?

Scenario 6

A command wants to conduct community fun runs. In order to do this, they develop forms that collect name, address, personal email address, phone number and contain a liability waiver for signature. The fun runs are held four times a year, there is a separate form for each event and each individual is intended to complete one form per event. About 130 people are expected to sign up for each run.

- – What are the concerns?
- – Who all is affected by this requirement?
- – What approvals are required before the command may start?

Scenario 7

A command has a program to allow certain visitors to board various ships as part of public relations activities. There is no form or memorandum format prescribed; although, it is know that all persons coming aboard ship must, at a minimum, declare medical history information. About 3000 people a year are expected to participate in the program each year.

- – What are the concerns?
- – Who all is affected by this requirement?
- – What approvals are required before the command may start?

Contacts

Barbara Figueroa,
DON/OPNAV FMO & IMCO

- Chief of Naval Operations Staff (DNS-15)
  2000 Navy Pentagon, Room 4E563
  Washington, DC 20350-2000

- Phone: 703-614-7585

- DSN: 312-224-7585

- barbara.figueroa@navy.mil

Micah T. Wilson
DNS-15 Contractor Support Lead

- Chief of Naval Operations Staff (DNS-15)
  2000 Navy Pentagon, Room 4E563
  Washington, DC 20350-2000

- Phone: 703-614-7577

- DSN: 312-224-7577

- micah.wilson.ctr@navy.mill

BACKUP SLIDES

"Federal" Cheat-Sheet

Federal Executive Branch

Column 1:
- Executive Office of the President
  - Council of Economic Advisers
  - Council on Environmental Quality
  - Executive Residence
  - National Security Staff
  - Office of Administration
  - Office of Management and Budget
  - Office of National Drug Control Policy
  - Office of Science and Technology Policy
  - Office of the United States Trade Representative
  - Office of the Vice President
  - White House Office
  - Domestic Policy Council
    - Office of National AIDS Policy
    - Office of Faith-based and Neighborhood Partnerships
    - Office of Social Innovation and Civic Participation
    - White House Rural Council
  - National Security Advisor
  - National Economic Council
  - Office of Cabinet Affairs
  - Office of the Chief of Staff
  - Office of Communications
    - Office of the Press Secretary
    - Media Affairs
    - Research
    - Speechwriting
  - Office of Digital Strategy
  - Office of the First Lady
    - Office of the Social Secretary
  - Office of Legislative Affairs
  - Office of Management and Administration
    - White House Personnel
    - White House Operations
    - Telephone Office
    - Visitors Office
  - Oval Office Operations
  - Office of Presidential Personnel
  - Office of Public Engagement and Intergovernmental Affairs
    - Office of Public Engagement
    - Council on Women and Girls
    - Office of Intergovernmental Affairs
    - Office of Urban Affairs
  - Office of Scheduling and Advance
  - Office of the Staff Secretary
    - Presidential Correspondence
    - Executive Clerk
    - Records Management
  - Office of the White House Counsel
- Executive Departments
- Department of Agriculture (USDA)
  - Agricultural Marketing Service
  - Agricultural Research Service
  - Animal and Plant Health Inspection Service
  - Center for Nutrition Policy and Promotion (CNPP)
  - Economic Research Service
  - Farm Service Agency
  - Food and Nutrition Service
  - Food Safety and Inspection Service
  - Forest Service
  - Grain Inspection, Packers and Stockyards Administration
  - Marketing and Regulatory Programs (Agriculture Department)
  - National Agricultural Statistics Service
  - National Institute of Food and Agriculture
  - Natural Resources Conservation Service
  - Risk Management Agency (Agriculture Department)
  - Rural Development
- Department of Commerce (DOC)
  - Bureau of Economic Analysis (BEA)
  - Bureau of Industry and Security
  - Committee for the Implementation of Textile Agreements
  - Economics and Statistics Administration
  - Economic Development Administration (EDA)

Column 2:
- International Trade Administration (ITA)
- Minority Business Development Agency
- National Institute of Standards and Technology (NIST)
- National Oceanic and Atmospheric Administration (NOAA)
- National Technical Information Service
- National Telecommunications and Information Administration
- Bureau of the Census
- U.S. Patent and Trademark Office
- Department of Defense (DOD)
  - Department of Defense Inspector General
  - National Defense University
  - National Geospatial-Intelligence Agency
  - National Security Agency (NSA)
  - Navy
  - Pentagon Force Protection Agency
  - Prisoner of War/Missing Personnel Office
  - TRICARE Management
  - U.S. Air Force
  - U.S. Army
  - U.S. Fleet Forces Command
  - U.S. Military Academy, West Point
  - Unified Combatant Commands (Defense Department)
  - Uniformed Services University of the Health Sciences
  - Washington Headquarters Services
  - Federal Voting Assistance Program
- Department of Education (ED)
  - The Education Publications Center (EDPUBS)
  - Office for Civil Rights, Department of Education
  - Office of Elementary and Secondary Education (OESE)
  - Office of Postsecondary Education (OPE)
  - Office of Special Education and Rehabilitative Services (OSERS)
  - Office of Vocational and Adult Education (OVAE)
  - White House Commission on Presidential Scholars
- Department of Energy (DOE)
  - Energy Efficiency and Renewable Energy (EERE)
  - Fossil Energy
  - National Laboratories (Energy Department)
  - National Nuclear Security Administration
  - Nuclear Energy, Science and Technology
  - Power Administrations
  - Public Affairs
  - Science Office (Energy Department)
- Department of Health and Human Services (HHS)
  - Administration on Aging (AoA)
  - Administration for Children and Families (ACF)
  - AIDS.gov
  - CDC National STD Hotline
  - Centers for Disease Control and Prevention (CDC)
  - Centers for Medicare & Medicaid Services (CMS)
  - Child Welfare Information Gateway
  - Eldercare Locator
  - Food and Drug Administration (FDA)
  - HHS-TIPS Fraud Hotline
  - National Runaway Switchboard (NRS)
  - National Institutes of Health (NIH)
  - National Institute of Mental Health (NIMH)
  - National Institute of Allergy and Infectious Diseases (NIAID)
  - National Health Information Center
  - Office of Child Support Enforcement (OCSE)
  - Substance Abuse and Mental Health Services Administration
- Department of Homeland Security (DHS)
  - Computer Emergency Readiness Team (US CERT)
  - Federal Emergency Management Agency (FEMA)
  - FEMA Disaster Assistance
  - Federal Law Enforcement Training Center
  - Secret Service
  - Transportation Security Administration (TSA)
  - U.S. Citizenship and Immigration Services
  - U.S. Coast Guard
  - U.S. Customs and Border Protection
  - U.S. Immigration and Customs Enforcement
- Department of Housing and Urban Development (HUD)

Column 3:
- Federal Housing Administration (FHA)
- Multifamily Housing Office
- Office of Community Planning and Development
- Office of Fair Housing and Equal Opportunity
- Policy Development and Research (HUD)
- Public and Indian Housing
- Department of Justice (DOJ)
  - Antitrust Division
  - Bureau of Alcohol, Tobacco, Firearms, and Explosives
  - Bureau of Justice Statistics
  - Bureau of Prisons
  - Community Oriented Policing Services (COPS)
  - Drug Enforcement Administration
  - Executive Office for Immigration Review
  - Federal Bureau of Investigation (FBI)
  - Marshals Service
  - Office of Justice Programs
  - Office of the Pardon Attorney
  - Parole Commission (Justice Department)
  - U.S. National Central Bureau - Interpol (Justice Department)
  - U.S. Trustee Program
- Department of Labor (DOL)
  - Employee Benefits Security Administration (EBSA)
  - Job Corps
  - Mine Safety and Health Administration
  - National Contact Center
  - Occupational Safety and Health Administration (OSHA)
  - Office of Disability Employment Policy
  - Veterans' Employment and Training Service
  - Women's Bureau (Labor Department)
- Department of State (DOS)
  - American Citizens Services and Crisis Management
  - National Passport Information Center (NPIC)
  - U.S. Mission to the United Nations
  - Visa Services
- Department of the Interior (DOI)
  - Bureau of Indian Affairs (BIA)
  - Bureau of Land Management (BLM)
  - Bureau of Reclamation
  - Fish and Wildlife Service
  - National Park Service (NPS)
  - Surface Mining, Reclamation and Enforcement
  - U.S. Geological Survey (USGS)
- Department of the Treasury
  - Alcohol and Tobacco Tax and Trade Bureau
  - Bureau of Engraving and Printing
  - Bureau of the Public Debt
  - Internal Revenue Service (IRS)
  - Office of the Comptroller of the Currency (OCC)
  - Taxpayer Advocacy Panel
  - United States Mint
  - Financial Management Service
- Department of Transportation (DOT)
  - Federal Aviation Administration (FAA)
  - Maritime Administration
  - National Highway Traffic Safety Administration
  - Pipeline and Hazardous Materials Safety Administration
  - Research and Innovative Technology Administration
  - Saint Lawrence Seaway Development Corporation
  - Surface Transportation Board
- Department of Veterans Affairs (VA)
  - National Cemetery Administration (NCA)
  - Veterans Benefits Administration
  - Veterans Day National Committee
- Independent Agencies and Government Corporations
  - Administrative Conference of the United States
  - Advisory Council on Historic Preservation
  - African Development Foundation
  - AMTRAK (National Railroad Passenger Corporation)
  - Broadcasting Board of Governors
  - Central Intelligence Agency (CIA)
  - Commission on Civil Rights

Column 4:
- Commodity Futures Trading Commission
- Consumer Product Safety Commission (CPSC)
- Corporation for National and Community Service
- Court Services and Offender Supervision Agency for the District of Columbia
- Defense Nuclear Facilities Safety Board
- Director of National Intelligence
- Environmental Protection Agency (EPA)
- Equal Employment Opportunity Commission (EEOC)
- Export-Import Bank of the United States
- Farm Credit Administration
- Farm Credit System Insurance Corporation
- Federal Communications Commission (FCC)
- Federal Deposit Insurance Corporation (FDIC)
- Federal Election Commission (FEC)
- Federal Energy Regulatory Commission
- Federal Housing Finance Agency
- Federal Labor Relations Authority
- Federal Maritime Commission
- Federal Mediation and Conciliation Service
- Federal Mine Safety and Health Review Commission
- Federal Reserve System
- Federal Retirement Thrift Investment Board
- Federal Trade Commission (FTC)
- General Services Administration (GSA)
- Institute of Museum and Library Services
- Inter-American Foundation
- James Madison Memorial Fellowship Foundation
- Merit Systems Protection Board
- Millennium Challenge Corporation
- National Aeronautics and Space Administration (NASA)
- National Archives and Records Administration (NARA)
- National Capital Planning Commission
- National Council on Disability
- National Credit Union Administration (NCUA)
- National Endowment for the Arts
- National Endowment for the Humanities
- National Labor Relations Board (NLRB)
- National Mediation Board
- National Railroad Passenger Corporation (AMTRAK)
- National Science Foundation (NSF)
- National Transportation Safety Board
- Nuclear Regulatory Commission (NRC)
- Occupational Safety and Health Review Commission
- Office of Compliance
- Office of Government Ethics
- Office of Personnel Management
- Office of Special Counsel
- Office of the Director of National Intelligence
- Office of the National Counterintelligence Executive
- Overseas Private Investment Corporation
- Panama Canal Commission
- Peace Corps
- Pension Benefit Guaranty Corporation
- Postal Regulatory Commission
- Railroad Retirement Board
- Securities and Exchange Commission (SEC)
- Selective Service System
- Small Business Administration (SBA)
- Social Security Administration (SSA)
- Tennessee Valley Authority
- U.S. Trade and Development Agency
- United States Agency for International Development
- United States International Trade Commission
- United States Postal Service (USPS)
- Quasi-Official Agencies
  - Legal Services Corporation
  - Smithsonian Institution
  - State Justice Institute
  - United States Institute of Peace

Federal Legislative Branch

- Architect of the Capitol
- Capitol Police
- Congressional Budget Office (CBO)
- Congressional Research Service
- Copyright Office
- Government Accountability Office (GAO)
- Government Printing Office (GPO)
- Library of Congress
- Medicaid and CHIP Payment and Access Commission
- Medicare Payment Advisory Commission
- Open World Leadership Center
- Stennis Center for Public Service
- U.S. Botanic Garden

Federal Judicial Branch

- The Supreme Court
- Lower Courts
  - Judicial Panel on Multidistrict Litigation
  - U.S. Bankruptcy Courts
  - U.S. Court of Appeals for the Federal Circuit
  - U.S. Court of International Trade
  - U.S. Courts of Appeals
  - U.S. District Courts
  - U.S. Federal Courts, by Geographic Location and Circuit
- Special Courts
  - U.S. Court of Appeals for the Armed Forces
  - U.S. Court of Appeals for Veterans Claims
  - U.S. Court of Federal Claims
  - U.S. Tax Court
- Court Support Organizations
  - Administrative Office of the United States Courts
  - Federal Judicial Center

Legend:
- DoD Exempted
- DoD Internal
- DoD External

"DoD" Cheat-Sheet

Secretary of Defense & Office of the Secretary of Defense	Military Departments	Joint Chiefs of Staff & Combatant Commands
○ Office of the Inspector General of the Department of Defense ○ DoD Field Activities • Defense Media Activity • Defense POW/Missing Personnel Office • Defense Technical Information Center • Defense Technology Security Administration • DoD Education Activity • DoD Human Resources Activity • DoD Test Resource Management Center • Office of Economic Adjustment • TRICARE Management Activity • Washington Headquarters Services ○ Defense Agencies • Defense Advanced Research Projects Agency • Defense Commissary Agency • Defense Contract Audit Agency • Defense Contract Management Agency * • Defense Finance and Accounting Service • Defense Information Systems Agency * • Defense Intelligence Agency * • Defense Legal Services Agency • Defense Logistics Agency * • Defense Security Cooperation Agency • Defense Security Service • Defense Threat Reduction Agency * Missile Defense Agency • National Geospatial-Intelligence Agency * • National Reconnaissance Office * • National Security Agency/Central Security Service * • Pentagon Force Protection Agency	○ Department of the Army ○ Department of the Navy • U.S. Navy • U.S. Marine Corps ○ Department of the Air Force	○ The Joint Staff ○ Africa Command ○ Central Command ○ European Command ○ Northern Command ○ Pacific Command ○ Southern Command ○ Special Operations Command ○ Strategic Command ○ Transportation Command

DON Internal   **DON External**

* Identified as a Combat Support Agency (CSA)

"DON" Cheat-Sheet

Secretary of the Navy

- SECRETARY OF THE NAVY
  - Department of the Navy, Assistant for Administration
- UNDER SECRETARY OF THE NAVY
  - Office of Small Business Programs, Washington Navy Yard, DC
- ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT AND COMPTROLLER)
  - Director, Naval Center for Cost Analysis, Arlington, VA
- ASSISTANT SECRETARY OF THE NAVY (ENERGY, INSTALLATIONS AND ENVIRONMENT)
  - BRAC Program Management Office, San Diego, CA
- ASSISTANT SECRETARY OF THE NAVY (MANPOWER AND RESERVE AFFAIRS)
  - Director, Secretary of the Navy Council of Review Boards, Arlington, VA
  - Executive Director, Board for Correction of Naval Records, Washington, DC
  - Senior Member, Navy Department Board of Decorations and Medals, Alexandria, VA
  - Director, Office of Civilian Human Resources, Washington, DC
    - Director, Human Resources Service Center Northeast, Philadelphia, PA
    - Director, Human Resources Service Center East, Portsmouth, VA
    - Director, Human Resources Service Center Southwest, San Diego, CA
    - Director, Human Resources Service Center Northwest, Silverdale, WA
    - Director, Human Resources Service Center Southeast, Stennis Space Center, MS
    - Director, Civilian Personnel Data Systems Center, Randolph AFB, TX
- ASSISTANT SECRETARY OF THE NAVY (RESEARCH, DEVELOPMENT AND ACQUISITION)
  - Director, Navy International Programs Office, Washington, DC
  - Director, Naval Acquisition Career Center, Mechanicsburg, PA
- GENERAL COUNSEL
  - Counsel, European Branch Office of the General Counsel, Department of the Navy, London, England
- CHIEF OF LEGISLATIVE AFFAIRS
- CHIEF OF INFORMATION
  - Commanding Officer, Navy Public Affairs Support Element, Norfolk, VA
    - Officer in Charge, Navy Public Affairs Support Element East, Norfolk, VA
    - Officer in Charge, Navy Public Affairs Support Element West, San Diego, CA
  - Director, Navy Office of Community Outreach, Millington, TN
  - Director, Navy Office of Information, West, Los Angeles, CA
  - Director, Navy Office of Information, East, New York, NY
- AUDITOR GENERAL OF THE NAVY
  - Commanding Officer, Naval Audit Service, Washington Navy Yard, DC
- CHIEF OF NAVAL RESEARCH
  - Commanding Officer, Naval Research Laboratory, Washington, DC
  - Commanding Officer, Scientific Development Squadron ONE (VXS-1), Naval Air Station Patuxent River, MD
    - Commanding Officer, Office of Naval Research Global, Singapore
      - Director, Office of Naval Research Global, Santiago, CL
      - Officer in Charge, Office of Naval Research Global Singapore, Singapore
      - Director, Office of Naval Research Global London, London, UK
      - Officer in Charge, Office of Naval Research Global Tokyo, Tokyo, JA
      - Director, Office of Naval Research Global Prague, Czech Republic

Chief of Naval Operations

- CHIEF OF NAVAL OPERATIONS
  - COMMANDER, U.S. FLEET FORCES COMMAND, NORFOLK, VA
    - Commander, Navy Cyber Forces, Virginia Beach, VA
    - Commander, Submarine Force, Atlantic, Norfolk, VA
    - Commander, Naval Meteorology and Oceanography Command, Stennis Space Center, MS
      - Commander, Naval Strike and Air Warfare Center, Fallon, NV
      - President, Board of Inspection and Survey, Virginia Beach, VA
      - Commander, Navy Expeditionary Combat Command, Norfolk, VA
      - Commander, Navy Warfare Development Command, Norfolk, VA
      - Commander, Naval Air Force, Atlantic, Norfolk, VA
      - Commander, Navy Munitions Command
      - Commander, Naval Surface Force Atlantic
  - COMMANDER, U.S. PACIFIC FLEET, PEARL HARBOR, HI
    - Commander, Logistics Group, Western Pacific
    - Commanding Officer, U.S. Naval Ship Repair Facility, Yokosuka, Honshu, Japa
    - Commanding General, Fleet Marine Force, Pacific
    - Commander, U.S. Naval Forces, Japan
    - Commanding Officer, Fleet Activities, Sasebo, Japan
    - Commander, Naval Air Force, U.S. Pacific Fleet
    - Commander Third Fleet
    - Commander, Submarine Force, U. S. Pacific Fleet
  - COMMANDER, U.S. NAVAL FORCES EUROPE, U.S. NAVAL FORCES AFRICA, NAPLES, ITALY
    - COMMANDER, U.S. NAVAL FORCES SOUTHERN COMMAND, Mayport, FL
  - COMMANDER, U.S. FLEET CYBER COMMAND, Fort Meade, MD
    - Commander, Naval Network Warfare Command, Norfolk, VA
    - Commanding Officer, Naval Satellite Operations Center, Point Mugu, CA
    - Commanding Officer, Navy Cyber Defense Operations Command, Norfolk, VA
    - Commanding Officer, Navy Information Operations Command Sugar Grove, Sugar Grove, WV
      - Commanding Officer, Navy Information Operations Command Pensacola, Pensacola, FL
      - Commanding Officer, U.S. Navy Information Operations Command, Menwith Hill, UK
      - Commanding Officer, Navy Information Operations Command Colorado, Aurora, CO
      - Commanding Officer, Navy Information Operations Command Georgia, Fort Gordon, GA
      - Commanding Officer, Navy Information Operations Command Maryland, Fort George G. Meade, MD
      - Commanding Officer, U.S. Navy Information Operations Command, Yokosuka, Japan
      - Commanding Officer, U.S. Navy Information Operations Command, Misawa, Japan
      - Commanding Officer, Navy Information Operations Command, Norfolk, VA
      - Commanding Officer, Navy Information Operations Command Hawaii, Schofield Barracks, HI
      - Commanding Officer, Navy Information Operations Command, Bahrain
      - Commanding Officer, Navy Cyber Warfare Development Group, Washington, DC
      - Commanding Officer, Naval Computer and Telecommunications Area Master Station Atlantic, Norfolk, VA
      - Commanding Officer, U.S. Naval Computer and Telecommunications Station, Bahrain
      - Commanding Officer, U.S. Naval Computer and Telecommunications Station, Naples, Italy
      - Commanding Officer, Naval Computer and Telecommunications Area Master Station Pacific, Wahiawa, HI
      - Commanding Officer, U.S. Naval Computer and Telecommunications Station Far East, Yokosuka, Japan
  - DIRECTOR, STRATEGIC SYSTEMS PROGRAMS, WASHINGTON, DC
    - Commanding Officer, Naval Ordnance Test Unit, Cape Canaveral, FL
    - Commanding Officer, Strategic Weapons Facility Atlantic, Kings Bay, GA
    - Commanding Officer, Strategic Weapons Facility, Pacific, Bremerton, WA
    - Commanding Officer, Program Management Office, Strategic Systems Programs Shipboard Systems Pittsfield, MA
    - Commanding Officer, Program Management Office, Strategic Systems Programs Flight Systems, Mountain View, CA
  - COMMANDER, SPACE AND NAVAL WARFARE SYSTEMS COMMAND, SAN DIEGO, CA
    - Commander, Space and Naval Warfare Systems Command Space Field Activity, Chantilly, VA
    - Commander, Space and Naval Warfare Systems Center Pacific, San Diego, CA
    - Commanding Officer, Space and Naval Warfare Systems Center Atlantic, North Charleston, SC
  - COMMANDER, NAVAL SPECIAL WARFARE COMMAND, CORONADO, CA
    - Commander, Naval Special Warfare Center, Coronado, CA
    - Commander, Naval Special Warfare Group Ten
  - COMMANDER, NAVAL EDUCATION AND TRAINING COMMAND, PENSACOLA, FL
    - Commanding Officer, Naval Nuclear Power Training Command, Charleston, SC
    - Commanding Officer, Naval Nuclear Power Training Unit, Ballston Spa, NY
    - Director, Naval Acquisition Career Center, Mechanicsburg, PA
    - Commanding Officer, Center for Seabees and Facilities Engineering, Port Hueneme, CA
    - Commanding Officer, Center for Explosive Ordnance Disposal and Diving, Panama City, FL
    - Commanding Officer, Center for Surface Combat Systems, Dahlgren, VA
    - Commanding Officer, Submarine Learning Center, Groton, CT
  - Commanding Officer, Center for Service Support, Newport, RI
    - Commanding Officer, Naval Chaplaincy School and Center, Columbia, SC
    - Commanding Officer, Center for Naval Aviation Technical Training, Pensacola, FL
    - Commanding Officer, Training Support Center, Great Lakes, IL
    - Commanding Officer, Engineering Duty Officer School, Port Hueneme, CA
    - Commanding Officer, Training Support Center, San Diego, CA
    - Commanding Officer, Training Support Center, Hampton Roads, Dam Neck, Virginia Beach, VA
    - Commanding Officer, Surface Warfare Officers School Command, Newport, RI
    - Commanding Officer, Center for Personal and Professional Development, Dam Neck, Virginia Beach, VA
    - Commanding Officer, Center for Security Forces, Virginia Beach, VA
    - Commanding Officer, Center for Information Dominance, Corry Station, Pensacola, FL
    - Commanding Officer, Center for Sea, Air, and Land and Special Warfare Combatant-Craft Crewman, San Diego, CA
      - Director, Naval Acquisition Career Center, Mechanicsburg, PA
      - Commander, Naval Service Training Command, Great Lakes, IL
      - Commanding Officer, Naval Education and Training Professional Development and Technology Center, Pensacola, FL
      - Commanding Officer, Naval Education and Training Security Assistance Field Activity, Pensacola, FL
      - Director, Defense Activity for Non-Traditional Education Support, Pensacola, FL
      - Commanding Officer, Fleet Screening Center, Pensacola, FL
      - Commanding Officer, Naval Survival Training Institute, Pensacola, FL
  - COMMANDER, NAVY RESERVE FORCE, NORFOLK, VA
    - Commander, Navy Reserve Forces Command, Norfolk, VA
    - Commander, Naval Air Force Reserve
  - COMMANDER, NAVAL SUPPLY SYSTEMS COMMAND, MECHANICSBURG, PA
    - Commanding Officer, NAVSUP Weapon Systems Support Mechanicsburg
    - Commanding Officer, NAVSUP Business Systems Center, Mechanicsburg, PA
    - Commanding Officer, Fleet Logistics Command, Norfolk, VA
    - Commanding Officer, NAVSUP Global Logistics Support, San Diego, CA
  - Commanding Officer, Office of Special Projects,
    - Officer in Charge, Navy Regional Plant Equipment Office, San Diego, CA
  - COMMANDER, NAVAL AIR SYSTEMS COMMAND, PATUXENT RIVER, MD
    - Commander, Fleet Readiness Centers, Patuxent River, MD
    - Commander, Naval Air Warfare Center Weapons Division, China Lake, CA
    - Commander, Naval Air Warfare Center Weapons Division, Point Mugu, CA
    - Commander, Naval Air Warfare Center Aircraft Division, Patuxent River, MD
    - Commanding Officer, Naval Air Technical Data and Engineering Service Command, San Diego, CA
  - COMMANDER, NAVAL FACILITIES ENGINEERING COMMAND, WASHINGTON, DC
    - Director, Navy Crane Center, Portsmouth, VA
    - Commanding Officer, Naval Facilities Engineering and Expeditionary Warfare Center, Port Hueneme, CA
    - Commander, Naval Facilities Engineering Command, Atlantic, Norfolk, VA
    - Commander, Naval Facilities Engineering Command, Pacific, Pearl Harbor, HI
    - Officer in Charge, Naval Support Unit State Department, Washington, DC
  - COMMANDER, NAVAL SEA SYSTEMS COMMAND, WASHINGTON NAVY YARD, DC
    - Director, Naval Submarine Maintenance Engineering, Planning and Procurement (SUBMEPP) Activity, Portsmouth, NH
    - Commanding Officer, Surface Combat Systems Center, Wallops island, VA
    - Commander, Naval Undersea Warfare Center, Newport, RI
    - Commanding Officer, Naval Nuclear Power Training Unit, Charleston, SC
    - Commander, Portsmouth Naval Shipyard, Portsmouth, NH
    - Commander, Norfolk Naval Shipyard, Portsmouth, VA
    - Commander, Puget Sound Naval Shipyard and Intermediate Maintenance Facility, Bremerton, WA
    - Commander, Pearl Harbor Naval Shipyard and Intermediate Maintenance Facility, Pearl Harbor, HI
    - Supervisor of Shipbuilding, Conversion and Repair, USN, Groton, CT
    - Supervisor of Shipbuilding, Conversion and Repair, USN, Bath, ME
    - Supervisor of Shipbuilding, Conversion and Repair, USN, Newport News, VA
    - Supervisor of Shipbuilding, Conversion and Repair, USN Gulf Coast, Pascagoula, MS
    - Commanding Officer, Navy Ordnance Safety and Security Activity, Indian Head, MD
    - Commanding Officer, Navy Experimental Diving Unit, Panama City, FL
    - Commanding Officer, AEGIS Technical Representative, Moorestown, NJ
    - Commander, Aegis Ballistic Missile Defense, Dahlgren, VA
    - Commander, Navy Regional Maintenance Center, Norfolk, VA
    - Commander, Southeast Regional Maintenance Center, Mayport, FL
    - Commanding Officer, Naval Surface Maintenance Engineering Planning Program Activity, Portsmouth, VA
  - CHIEF OF NAVAL PERSONNEL, BUPERS, MILLINGTON, TN
    - Commanding Officer, Navy Manpower Analysis Center, Millington, TN
    - Commander, Navy Personnel Command, Millington, TN
    - Commanding Officer, Navy Recruiting Command, Millington, TN
  - CHIEF, BUREAU OF MEDICINE AND SURGERY, FALLS CHURCH, VA
    - Director, BUMED Civilian Human Resources Office, San Diego, CA
    - Commanding Officer, Naval Medicine Research and Development Center, FT Detrick, MD
    - Commanding Officer, Naval Medical Research Center, Silver Spring, MD
    - Commanding Officer, Naval Medicine West, San Diego, CA
    - Commanding Officer, Naval Medicine East, Norfolk, VA
    - Commanding Officer, Navy Medicine Information Systems Support Activity, San Antonio, TX
    - Commanding Officer, Naval Medical Logistics Command, Fort Detrick, MD
    - Commanding Officer, Navy and Marine Corps Public Health Center, Portsmouth, VA
    - Commander, Navy Medicine Education and Training Command, San Antonio, TX
    - Commander, Navy Medicine National Capital Area
  - COMMANDER, OFFICE OF NAVAL INTELLIGENCE, WASHINGTON, DC
    - Commanding Officer, Nimitz Operational Intelligence Center, Washington, DC
    - Commanding Officer, Farragut Technical Analysis Center, Washington, DC
    - Commanding Officer, Kennedy Irregular Warfare Center, Washington, DC
    - Commanding Officer, Hopper Information Services Center, Washington, DC
  - COMMANDER, NAVAL LEGAL SERVICE COMMAND, WASHINGTON, DC
    - Commanding Officer, Region Legal Service Office Southeast, Jacksonville, FL
    - Commanding Officer, Region Legal Service Office Mid- Atlantic, Norfolk, VA
    - Commanding Officer, Region Legal Service Office Naval District Washington, Washington Navy Yard, DC
    - Commanding Officer, Region Legal Service Office Midwest, Great Lakes, IL
    - Commanding Officer, Region Legal Service Office Southwest, San Diego, CA
    - Commanding Officer, Region Legal Service Office Northwest, Bremerton, WA
    - Commanding Officer, U.S. Region Legal Service Office Europe Africa Southwest Asia, Naples, IT
    - Commanding Officer, Region Legal Service Office Hawaii, Pearl Harbor, HI
    - Commanding Officer, U.S. Region Legal Service Office Japan, Yokosuka, JA
    - Commanding Officer, Defense Service Office Southeast, Norfolk, VA
    - Commanding Officer, Defense Service Office West, San Diego, CA
    - Commanding Officer, U.S. Defense Services Office Pacific, Yokosuka, Japan
    - Commanding Officer, Defense Service Office North, Washington, DC
    - Commanding Officer, Naval Justice School, Newport, RI
  - Commander, Navy Installations Command
    - Director, Navy Pay and Personnel Support Center, Millington, TN
    - Commander, Singapore Area Coordinator
    - Commander, Navy Region Europe Africa Southwest Asia, Naples, IT
    - Commander, Navy Region Southeast, Jacksonville, FL
    - Commander, Navy Region Northwest, Silverdale, WA
    - Commander, Navy Region Midwest, Great Lakes, IL
    - Commander, Navy Region Japan, Yokosuka, JA
    - Commander, Navy Region Korea, Seoul, Korea
    - Commander, Joint Region Marianas)
    - Commander, Navy Region Southwest, San Diego, CA
    - Commander, Navy Region Mid Atlantic, Norfolk, VA
    - Commander, Navy Region Hawaii, Pearl Harbor, HI
    - Commandant, Naval District Washington
  - COMMANDANT, NAVAL DISTRICT, WASHINGTON, DC
    - Navy Exchange Officer, Navy Exchange, Bethesda, MD
    - Director, Human Resources Office, Washington, DC
    - Commanding Officer, USN Ceremonial Guard, Joint Base Anacostia Bolling, Washington, DC
  - SUPERINTENDENT, UNITED STATES NAVAL ACADEMY, ANNAPOLIS, MD
    - Commanding Officer, Naval Academy Preparatory School, Newport, RI
    - Officer in Charge, Navy Exchange, Annapolis, MD
    - Commander, Marine Barracks, Annapolis, MD
  - DIRECTOR, FIELD SUPPORT ACTIVITY, WASHINGTON, DC
  - DIRECTOR, NAVAL HISTORY AND HERITAGE COMMAND, WASHINGTON NAVY YARD, DC
    - Director, National Museum of Naval Aviation, Pensacola, FL
    - Officer in Charge, Submarine Force Museum and Historic Ship NAUTILUS, Groton, CT
  - COMMANDER, NAVAL SAFETY CENTER, NORFOLK, VA
    - Commanding Officer, Naval Safety and Environmental Training Center, Norfolk, VA
  - PRESIDENT, NAVAL WAR COLLEGE, NEWPORT, RI
  - PRESIDENT, NAVAL POSTGRADUATE SCHOOL, MONTEREY, CA
    - Officer in Charge, Navy Exchange, Monterey, CA
    - Director, Defense Personnel Security Research and Education Center, Monterey, CA
    - Director, Defense Resources Management Institute, Monterey, CA
  - Commanding Officer, United States Navy Band, Washington, DC

Commandant of the Marine Corps

- COMMANDANT OF THE MARINE CORPS
  - COMMANDING OFFICER, MARINE AVIATION TRAINING SUPPORT GROUP, LEMOORE, CA
  - COMMANDING OFFICER, MARINE AVIATION TRAINING SUPPORT GROUP, OAK HARBOR, WA
  - COMMANDER, MARINE CORPS AIR BASES EASTERN AREA, CHERRY PT, NC
    - Commanding Officer, Marine Corps Air Station (Helicopter), New River, Jacksonville, NC
    - Commanding Officer, Marine Corps Air Station, Beaufort, SC
    - Commanding General, Marine Corps Air Station, Cherry Point, NC
  - COMMANDER, MARINE CORPS AIR BASES WESTERN AREA, MIRAMAR, San DIEGO, CA
    - Commanding Officer, Marine Corps Air Facility, Camp Pendleton, CA
    - Commanding Officer, Marine Corps Air Station, Miramar, San Diego, CA
    - Commanding Officer, Marine Corps Air Station, Yuma, AZ
    - Commanding Officer, U.S. Marine Corps Air Station, Futenma, Okinawa, Japan
    - Commanding Officer, U.S. Marine Corps Air Station, Iwakuni, Japan
  - COMMANDING GENERAL, 4TH MARINE AIRCRAFT WING, FMF, NEW ORLEANS, LA
  - DIRECTOR, UNITED STATES MARINE BAND, WASHINGTON, DC
  - COMMANDING OFFICER, MARINE BARRACKS, WASHINGTON, DC
  - COMMANDING GENERAL, MARINE CORPS BASE, CAMP LEJEUNE, NC
    - Commanding Officer, Field Medical Service School, Camp Lejeune, NC
  - COMMANDING GENERAL, MARINE CORPS BASE, CAMP PENDLETON, CA
    - Commanding Officer, Field Medical Service School, Camp Pendleton, CA
  - COMMANDING GENERAL, MARINE CORPS AIR-GROUND COMBAT CENTER, TWENTYNINE PALMS, CA
  - COMMANDING GENERAL, MARINE CORPS BASE HAWAII, KANEOHE BAY, HI
    - Commanding Officer, Marine Corps Air Facility, Kaneohe Bay, HI
    - Commanding Officer, Marine Corps Camp H.M. Smith, HI
  - COMMANDING GENERAL, MARINE CORPS BASE, CAMP SMEDLEY D. BUTLER, OKINAWA, JAPAN
  - COMMANDING OFFICER, CAMP ELMORE, U.S. MARINE CORPS, NORFOLK, VA
  - COMMANDING GENERAL, MARINE CORPS LOGISTICS BASE, ALBANY, GA
  - COMMANDING GENERAL, MARINE CORPS LOGISTICS BASE, BARSTOW, CA
  - COMMANDING OFFICER, HEADQUARTERS BATTALION, HEADQUARTERS USMC, ARLINGTON, VA
  - DIRECTOR, MARINE CORPS INSTITUTE, ARLINGTON, VA
  - COMMANDING GENERAL, MARINE CORPS COMBAT DEVELOPMENT COMMAND, QUANTICO, VA
    - Commanding Officer, Marine Corps Air Facility, Quantico, VA
  - COMMANDER, MARINE CORPS SYSTEMS COMMAND, QUANTICO, VA
  - DIRECTOR, MARINE CORPS INTELLIGENCE ACTIVITY, QUANTICO, VA
  - COMMANDING GENERAL, MARINE CORPS RECRUIT DEPOT, PARRIS ISLAND, SC
  - COMMANDING GENERAL, MARINE CORPS RECRUIT DEPOT, SAN DIEGO, CA
  - COMMANDING GENERAL, 4TH MARINE DIVISION, FMF, NEW ORLEANS, LA
    - Commanding Officer, Marine Corps Reserve Training Center, Joliet, IL
    - Officer in Charge, Marine Corps Reserve Center, Los Alamitos, CA
    - Officer in Charge, Marine Corps Reserve Center, Newport News, VA
    - Commanding Officer, 23rd Marines
  - DIRECTOR, 6TH MARINE CORPS DISTRICT, PARRIS ISLAND, SC
    - Officer in Charge, Marine Corps Recruiting Station, Nashville, TN
    - Officer in Charge, Marine Corps Recruiting Station, Orlando, FL
    - Commanding Officer, Marine Corps Recruiting Station Ft Lauderdale, Plantation, FL
    - Officer in Charge, Marine Corps Recruiting Station, Columbia, SC
    - Officer in Charge, Marine Corps Recruiting Station, Montgomery, AL
    - Officer in Charge, Marine Corps Recruiting Station, Jacksonville, FL
    - Officer in Charge, Marine Corps Recruiting Station, Baton Rouge, LA
    - Officer in Charge, Marine Corps Recruiting Station, Atlanta, GA
    - Officer in Charge, Marine Corps Recruiting Station, Charleston, SC
    - Commanding Officer, Marine Corps Reserve Training Center, Johnson City, TN
    - Officer in Charge, Marine Corps Reserve Training Center, Memphis, TN
    - Officer in Charge, Marine Corps Reserve Training Center, Miami, FL
    - Officer in Charge, Marine Corps Reserve Training Center, Nashville, TN
    - Officer in Charge, Marine Corps Reserve Training Center, Orlando, FL
    - Officer in Charge, Marine Corps Reserve Training Center, Rome, GA
    - Officer in Charge, Marine Corps Reserve Training Center, Tallahassee, FL
    - Officer in Charge, Marine Corps Reserve Training Center, Tampa, FL
    - Officer in Charge, Marine Corps Reserve Training Center, West Palm Beach, FL
  - DIRECTOR, 1ST MARINE CORPS DISTRICT, GARDEN CITY, L.I., NY
    - Officer in Charge, Marine Corps Recruiting Station, Albany, NY
    - Officer in Charge, Marine Corps Recruiting Station, Springfield, MA
    - Officer in Charge, Marine Corps Recruiting Station, Buffalo, NY
    - Officer in Charge, Marine Corps Recruiting Station, Harrisburg, PA
    - Officer in Charge, Marine Corps Recruiting Station, Portsmouth, NH
    - Officer in Charge, Marine Corps Recruiting Station, Pittsburgh, PA
    - Officer in Charge, Marine Corps Recruiting Station, Garden City, NY
    - Officer in Charge, Marine Corps Reserve Training Center, Boston, MA
    - Officer in Charge, Marine Corps Reserve Training Center, Topsham, ME
    - Officer in Charge, Marine Corps Reserve Training Center, Dover, NJ
    - Officer in Charge, Marine Corps Reserve Training Center, Fort Schuyler, NY
    - Officer in Charge, Marine Corps Reserve Training Center, Garden City, L. I., NY
    - Officer in Charge, Marine Corps Reserve Training Center, Fort Monmouth, NJ
    - Officer in Charge, Marine Corps Reserve Training Center, Syracuse, NY
    - Officer in Charge, Marine Corps Reserve Training Center, Rochester, NY
  - DIRECTOR, 9TH MARINE CORPS DISTRICT, INDIANAPOLIS, IN
    - Officer in Charge, Marine Corps Recruiting Station, Chicago, IL
    - Officer in Charge, Marine Corps Recruiting Station, Lansing, MI
    - Officer in Charge, Marine Corps Recruiting Station, Des Moines, IA
    - Officer in Charge, Marine Corps Recruiting Station, Indianapolis, IN
    - Officer in Charge, Marine Corps Recruiting Station, Kansas City, MO
    - Officer in Charge, Marine Corps Recruiting Station, Milwaukee, WI
    - Officer in Charge, Marine Corps Recruiting Station, Minneapolis, MN
    - Officer in Charge, Marine Corps Recruiting Station, St. Louis, MO
    - Officer in Charge, Marine Corps Recruiting Station, 3034-60 West Foster Ave., Chicago, IL
    - Officer in Charge, Marine Corps Recruiting Station, Indianapolis, IN
    - Commanding Officer, Marine Corps Reserve Training Center, Moline, IL
    - Commanding Officer, Marine Corps Reserve Center, Detroit, MI
    - Commanding Officer, Marine Corps Reserve Center, Kansas City, KS
  - DIRECTOR, 8TH MARINE CORPS DISTRICT, FORT WORTH, TX
    - Officer in Charge, Marine Corps Recruiting Station, Albuquerque, NM
    - Officer in Charge, Marine Corps Recruiting Station, Dallas, TX
    - Officer in Charge, Marine Corps Recruiting Station, Denver, CO
    - Officer in Charge, Marine Corps Recruiting Station, Fort Worth, TX
    - Officer in Charge, Marine Corps Recruiting Station, Corpus Christi, TX
    - Officer in Charge, Marine Corps Recruiting Station, Galveston, TX
    - Officer in Charge, Marine Corps Recruiting Station, Houston, TX
    - Officer in Charge, Marine Corps Recruiting Station, Phoenix, AZ
    - Officer in Charge, Marine Corps Recruiting Station, Oklahoma, City OK
    - Officer in Charge, Marine Corps Recruiting Station, San Antonio, TX
    - Commanding Officer, Marine Corps Reserve Training Center, Baton Rouge, LA
    - Officer in Charge, Marine Corps Reserve Training Center, Texarkana, TX
  - DIRECTOR, 4TH MARINE CORPS DISTRICT, NEW CUMBERLAND, PA
    - Officer in Charge, Marine Corps Recruiting Station, Baltimore, MD
    - Officer in Charge, Marine Corps Recruiting Station, Cleveland, OH
    - Officer in Charge, Marine Corps Recruiting Station, Raleigh, NC
    - Officer in Charge, Marine Corps Recruiting Station, Louisville, KY
    - Officer in Charge, Marine Corps Recruiting Station, Detroit, MI
    - Officer in Charge, Marine Corps Recruiting Station, Frederick, MD
    - Officer in Charge, Marine Corps Recruiting Station, Richmond, VA
    - Officer in Charge, Marine Corps Recruiting Station, South Charleston, WV
    - Officer in Charge, Marine Corps Reserve Training Center, Baltimore, MD
    - Officer in Charge, Marine Corps Reserve Training Center, Erie, PA
    - Officer in Charge, Marine Corps Reserve Training Center, Allentown, PA
    - Officer in Charge, Marine Corps Reserve Training Center, Lynchburg, VA
    - Officer in Charge, Marine Corps Reserve Training Center, Philadelphia, PA
    - Officer in Charge, Marine Corps Reserve Training Center, Richmond, VA
    - Officer in Charge, Marine Corps Reserve Training Center, Roanoke, VA
    - Officer in Charge, Marine Corps Reserve Training Center, South Charleston, WV
    - Officer in Charge, Marine Corps Reserve Training Center, Wyoming, PA
  - DIRECTOR, 12TH MARINE CORPS DISTRICT, SAN DIEGO, CA
    - Officer in Charge, Marine Corps Recruiting Station, Los Angeles, CA
    - Officer in Charge, Marine Corps Recruiting Station, Portland, OR
    - Officer in Charge, Marine Corps Recruiting Station, San Francisco, CA
    - Officer in Charge, Marine Corps Recruiting Station, Sacramento, CA
    - Officer in Charge, Marine Corps Recruiting Station, Seattle, WA
    - Officer in Charge, Marine Corps Recruiting Station, Orange, CA
    - Officer in Charge, Marine Corps Recruiting Station, Salt Lake City, UT
    - Officer in Charge, Marine Corps Reserve Training Center, Pico Rivera, CA
    - Officer in Charge, Marine Corps Reserve Training Center, Kaneohe Bay, HI
    - Officer in Charge, Marine Corps Reserve Training Center, Pico Rivera, CA
    - Officer in Charge, Marine Corps Reserve Training Center, Pasadena, CA
    - Officer in Charge, Marine Corps Reserve Training Center, Port Hueneme, CA
    - Officer in Charge, Marine Corps Reserve Training Center, San Bruno, CA
    - Officer in Charge, Marine Corps Reserve Training Center, Seal Beach, CA
    - Officer in Charge, Marine Corps Reserve Training Center, Yakima, WA
  - DIRECTOR, MARINE CORPS SUPPORT ACTIVITY, KANSAS CITY, MO
  - DIRECTOR, MARINE CORPS RESERVE SUPPORT CENTER, OVERLAND PARK, KS
  - COMMANDING OFFICER, MARINE SECURITY GUARD BATTALION (DEPARTMENT OF STATE), QUANTICO, VA
  - COMMANDING OFFICER, MARINE SUPPORT BATTALION, WASHINGTON, DC